

**Army Regulation 600–8–111**

**Personnel—General**

# **Wartime Replacement Operations**

**Headquarters  
Department of the Army  
Washington, DC  
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**Unclassified**

# ***SUMMARY of CHANGE***

AR 600-8-111

Wartime Replacement Operations

This new regulation--

- o Prescribes the responsibilities governing replacement operations (chap 1).
- o Prescribes the policies, operating tasks, and steps governing wartime replacement operations and manpower resources (chap 2).
- o Outlines theater replacement operations (chap 3).
- o Outlines continental United States replacement operations (chap 4).
- o Explains the SHELF (a prepositioned requisition) development process and the steps taken to generate a SHELF (chap 5).

Personnel—General

## Wartime Replacement Operations

**By Order of the Secretary of the Army:**

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General, United States Army  
Chief of Staff

**Official:**

  
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Administrative Assistant to the  
Secretary of the Army

**History.** This printing publishes a new Army regulation.

**Summary.** This regulation prescribes policies, operating tasks, and steps governing replacement operations.

**Applicability.** This regulation applies to the

Active Army, the Army National Guard, and the U.S. Army Reserve.

**Proponent and exception authority.** The proponent of this regulation is the Deputy Chief of Staff for Personnel (DCSPER). Subject to the reservations set out below, the DCSPER has the authority to approve exceptions to this regulation that are consistent with controlling law and regulation. The DCSPER may delegate this approval authority, in writing, to a deputy director within the proponent agency who holds the grade of colonel or civilian equivalent.

**Army management control process.** This regulation is not subject to the requirements of AR 11–2. It does not contain internal control provisions.

**Supplementation.** Supplementation of this regulation and establishment of command and local forms are prohibited without prior approval of HQDA (DAPE–MO), WASH DC 20310–0300.

**Interim changes.** Interim changes to this

regulation are not official unless they are authenticated by the Administrative Assistant to the Secretary of the Army. Users will destroy interim changes on their expiration dates unless sooner superseded or rescinded.

**Suggested Improvements.** Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to the Commander, U. S. Total Army Personnel Command, ATTN: TAPC–MOB–EX, 200 Stovall Street, Alexandria, VA 22332–0400.

**Distribution.** Distribution of this publication is made in accordance with the requirements on DA Form 12–09–E, block 5394, intended for command level A for Active Army, Army National Guard, and U.S. Army Reserve.

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## Chapter 1 Introduction

### Section I General

#### 1-1. Purpose

This regulation provides policies and guidance to support wartime replacement operations. It focuses on individual fillers and replacements and outlines the overall conduct of wartime replacement operations in support of current air-land operations doctrine. This regulation delineates the mobilization and wartime requirements necessary for conducting wartime replacement operations. Wartime replacement operations become a function of the total Army personnel distribution and assignment system on execution of a Chairman, Joint Chiefs of Staff (CJCS) -approved operation plan.

#### 1-2. References

Required and related publications and prescribed and referenced forms are listed in appendix A.

#### 1-3. Explanation of abbreviations and terms

Abbreviations and special terms used in this regulation are explained in the glossary.

### Section II Responsibilities

#### 1-4. The Deputy Chief of Staff for Logistics

The Deputy Chief of Staff for Logistics will provide organizational clothing and individual equipment (OCIE), chemical defense equipment (CDE), and weapons as required to support continental United States (CONUS) replacement center (CRC) operations.

#### 1-5. The Deputy Chief of Staff for Operations and Plans

The Deputy Chief of Staff for Operations and Plans will—

- a. Provide resourcing priority for replacement operations, including the allocation of units, manpower authorization, and funding.
- b. Publish authority for flow of nonunit-related personnel.
- c. Designate levels of authorized fill for all Army units to include minimum acceptable level of fill.
- d. Coordinate with each Army component commander (ACC) to ensure that planning for force structure, communication support, and intratheater transportation for nonunit-related personnel is complete for each CJCS-approved operation plan.
- e. Provide the Commanding General, U.S. Total Army Personnel Command (CG, PERSCOM), required permission to access the complete troop list and to access the supported Commander in Chief's (CINC's) Time Phased Force Deployment Data (TPFDD).
- f. In coordination with the Deputy Chief of Staff for Personnel (DCSPER), request appropriate CRC Reserve Components units in each Presidential Selected Reserve call-up increment.
- g. Alert CRC replacement battalions on initial alert to contingency forces and issue CRC replacement battalion mobilization or call-up authority when possible, no less than 30 days before anticipated nonunit-related personnel flow.
- h. Issue unit orders to active duty authority to ensure U.S. Army Reserve theater replacement battalions and companies have, when possible, 30 days train-up time in theater before the date nonunit-related personnel flow is scheduled to begin.
- i. Maintain and update the Mobilization, The Army Authorization Document System.

#### 1-6. The Deputy Chief of Staff for Personnel

The DCSPER will—

- a. Serve as the senior Army policy official for the Army replacement operations system and provide Headquarters, Department of the Army, supervision of all personnel policy formulation, programs, goals, architecture, standards, structure, and resources.
- b. Serve as the staff proponent for CRC operations. Procedures

for managing judge advocate officer replacements will be established in coordination with The Judge Advocate General.

- c. Monitor CRC operations.
- d. Direct the CG, PERSCOM, to implement nonunit-related personnel distribution and assignment actions to support wartime replacement operations as soon as practicable after authority to execute a CJCS-approved operation plan is received.
- e. Provide appropriate guidance for sources of personnel for filling manpower requirements.
- f. Obtain any required authorities to make additional manpower available, as required, to support operation plan execution.
- g. Coordinate with other Army staff elements and major Army commands (MACOMs), as required, to ensure that CRC operations are adequately resourced.
- h. In coordination with the CG, Forces Command (FORSCOM); the CG, U.S. Army Training and Doctrine Command (TRADOC); and the CG, PERSCOM, identify to the Deputy Chief of Staff for Operations and Plans the CRC installations required for each operation plan.
- i. Provide the Deputy Chief of Staff for Logistics forecast requirements for OCIE, CDE, and weapons.
- j. Review proposed call-up lists for each CJCS-approved operation plan to ensure units needed to meet wartime replacement operations requirements are resourced.
- k. Monitor execution of theater replacement operations.
- l. Ensure the elements of the replacement structure that are required to maintain personnel accountability at supporting aerial ports of embarkation (APOEs) are either resourced in the Active Army or are ordered to active duty in sufficient time to allow for capture of personnel data at CONUS APOEs from the beginning of initial deployments.

#### 1-7. The Chief, Army Reserve

The Chief, Army Reserve, will provide guidance to the CG, Army Reserve Personnel Center, for the following:

- a. Providing Individual Ready Reserve fill.
- b. Developing and maintaining systems and procedures required to order to active duty individual mobilization augmentees, members of the Individual Ready Reserve, and the recall to active duty of retirees to meet manpower requirements as directed by the DCSPER.

#### 1-8. The Commanding General, Forces Command

The CG, FORSCOM, will—

- a. Through the CG, U.S. Army Reserve Command, exercise command and control in peacetime over Reserve Component theater replacement battalions and companies within CONUS.
- b. Be responsible for the readiness of Reserve Component units assigned the mission of supporting CRC and theater replacement operations.
- c. Develop, resource, and evaluate required training, inactive duty training, and active duty for training exercises to ensure that theater replacement units are capable of performing wartime missions.
- d. Develop and execute training programs in conjunction with the DCSPER; the CG, PERSCOM; and the CG, TRADOC, for CRC units.
- e. Provide command and control of mobilized U.S. Army Reserve CRC replacement battalions or companies and CRC operations at FORSCOM installations.
- f. Coordinate CRC operations on FORSCOM installations with TRADOC and the Office of the DCSPER.
- g. Alert CRC replacement battalions at time of initial alert to contingency forces.

#### 1-9. The Commanding General, U.S. Army Training and Doctrine Command

The CG, TRADOC, will—

- a. Execute CRC operations.
- b. Develop and publish replacement operations doctrine.
- c. Review, monitor, and recommend changes to resource documents for CONUS replacement units.

d. Command and control mobilized U.S. Army Reserve CRC replacement battalions or companies and CRC operations at TRADOC installations.

e. Ensure that funding is secured and minimal stock levels of OCIE and CDE are available for distribution to CRC installations to support replacement operations.

f. Coordinate with Office of the Deputy Chief of Staff for Logistics to ensure that adequate OCIE, CDE, and weapons are available for issue at CRC installations during replacement operations.

g. When CRCs are activated, provide status reports to PERSCOM on CRC reception capability and equipment availability.

h. Report CRC status and issues daily to the CG, PERSCOM.

#### **1-10. Commanders of major Army commands**

The commanders of MACOMs will develop plans and procedures to ensure that installations providing personnel designated as nonunit-related personnel move to and arrive at CRCs per levy and assignment instructions provided by the CG, PERSCOM.

#### **1-11. The Commanding General, U.S. Total Army Personnel Command**

The CG, PERSCOM, will—

a. Execute the Army's wartime replacement operations system.

b. Manage wartime replacement operations.

c. Coordinate CRC operations.

d. Provide recommended CRC installations and locations required for supporting wartime replacement operations to the DCSPER for inclusion of designated units in operation plan unit call-up lists.

e. Coordinate APOE designation to support each CRC.

f. Provide guidance for determining the Army military and civilian filler and casualty replacement requirements, for development of SHELF (prepositioned) requisitions, to supported CINCs. (See chap 5.)

g. In the deliberate planning process, provide an adviser to the supported ACC to assist in the construction of the nonunit-related personnel portion of the TPFDD for each Joint Strategic Capabilities Plan-tasked operation plan.

h. Provide the ACC the following as each SHELF is received:

(1) A content review.

(2) A capability analysis initially and then annually thereafter.

(3) A list of recommended adjustments.

i. When a national command authority-directed warning or alert order is received for the execution of an operation plan (OPLAN), provide movement requirements to the supported CINC for prioritization and validation, with CINC, U.S. Transportation Command.

j. Issue assignment instructions or levy MACOMs for nonunit-related personnel (soldiers and civilians) per AR 500-5.

k. Provide Theater Army Personnel Command with Officer Record Briefs on officers alerted for deployment as nonunit-related personnel, to the extent feasible.

l. Develop and maintain a nonunit-related personnel processing, control, and information management system.

m. Implement a nonunit-related personnel status reporting system (Flow Computer-Assisted Program) with activated CRCs.

n. When an operation plan is executed, perform the following:

(1) Coordinate with the supported ACC to obtain an updated SHELF.

(2) Update SHELF fill capability analysis and provide the DCSPER with recommendations for resourcing and flow schedules.

(3) Provide the CG, TRADOC, with estimated time-phased nonunit-related personnel flow requirements through CRCs.

(4) Coordinate with the ACC to establish adequate data links to support wartime replacement operations.

o. Identify appropriate modifications to filler and casualty portions of the SHELF requisition based on actual experience as the operation plan execution proceeds; recommend changes to the ACC of the supported CINC for validation; make required adjustments;

and advise the DCSPER of changes to requirements, rationale for changes, and implications as to continued supportability.

p. Coordinate with U.S. Transportation Command for strategic lift in support of nonunit-related personnel movement from CONUS.

q. Control flow of nonunit-related personnel to CRCs based on processing capabilities at the CRC, aircraft availability, and reception capability in the theater.

r. Provide a personnel assistance point to execute the following:

(1) Provide arrival processing, final manifesting, aircraft boarding procedures, and command and control of nonunit-related personnel on arrival at the designated APOE.

(2) Provide in-flight manifest reports to the CG, PERSCOM, within 1 hour after wheels-up.

(3) Develop contingency plans for interim logistical support and morale and welfare activities for personnel with delayed flight departures.

s. Provide advance arrival reports of projected nonunit-related personnel (NRP) to the theater Army replacement operation (TA-RO) and the theater replacement battalion 72 hours in advance of scheduled departure. The report will include complete standard name line information, such as name, rank or grade, Social Security number, and military occupational specialty (MOS), area of concentration (AOC), or occupational category code. The report will include specialty skill identifiers or other critical information (for example, type aircraft in which qualified and whether aviators are instructor pilot, safety, or maintenance qualified and projected utilization specialty for officers if different from basic branch AOC).

t. Provide in-flight manifest reports within 2 hours after wheels-up with complete standard name line information to the TARO and the theater replacement battalion.

#### **1-12. The Commanding General, U.S. Army Personnel Information Systems Command**

The CG, U.S. Army Personnel Information Systems Command, will support automation requirements for wartime replacement operations.

#### **1-13. The Commanding General, Combined Arms Support Command**

The CG, Combined Arms Support Command, will—

a. Serve as the proponent for theater replacement operations.

b. Ensure that the military personnel (MILPER) system meets the wartime replacement operations requirements of air-land operations.

c. Identify functional issues, formulate alternatives, and recommend replacement operations policy changes to the DCSPER.

d. Formulate doctrine, combat developments, unit organizational structure, and training for replacement operations.

e. Review, monitor, and recommend changes to resource documents for theater replacement battalions and companies.

#### **1-14. The Commandant, Adjutant General School**

The Commandant, Adjutant General School, will—

a. Appoint subject matter experts and doctrinal proponents for each wartime replacement operations function.

b. Publish doctrinal literature for Army wartime replacement operations.

#### **1-15. Army component commanders**

ACC will—

a. Determine the military and civilian personnel filler requirements and stratify the Army military casualty replacement requirements. This function is known as the SHELF. The SHELF is the basis for the development of the nonunit-related personnel portion of the TPFDD.

b. Develop a SHELF for each CJCS-approved operation plan for filler and casualty replacements per AR 500-5. AR 500-5 outlines additional guidance on the ACC's responsibilities.

c. Develop and provide the supporting plans for theater replacement operations for CJCS-approved operation plans to the CG, PERSCOM. These plans must consider the distribution of Army civilians in theater.

d. Assist the CINC in developing and reflecting the time sequencing of theater Army personnel command elements, replacement battalions, and replacement companies on the TPFDD.

e. Assist the CINC in developing the nonunit-related personnel portion of the TPFDD to support the SHELF using a, b, and c above.

f. Provide theater reception, life support, and onward movement capability of each aerial port of debarkation (APOD) to required agencies, for example PERSCOM and the U.S. Transportation Command.

g. When the operation plan is executed, coordinate filler and replacement requirements with the CG, PERSCOM.

h. Provide required administrative, logistic, communication, automation, and transportation support to the theater Army personnel command and theater replacement battalions to support receipt of, accounting for, and distribution of nonunit-related personnel (military and Army civilians) in a timely manner.

## Chapter 2 Principles of Support and Standards of Service

### Section I Wartime Replacement Operations Principles and Standards

#### 2-1. Wartime replacement operations

Wartime replacement operations are the process of delivering individual military and civilian filler and casualty replacement personnel to a theater of operations. Wartime replacement operations consist of both planning and execution functions for—

a. Obtaining filler and casualty replacement requirements by MOS and grade.

b. Determining transportation requirements.

c. Issuing orders.

d. Conducting CRC operations; that is, the receiving, verifying Soldier Readiness Program completion (and completing as required), and coordinating for equipping, orienting, and moving replacements to the designated APOE.

e. Conducting theater replacement operations; that is, the receiving, supporting, issuing orders as appropriate, and moving replacements from the APOD to the unit of assignment or the appropriate replacement organization. Issuing of orders does not apply to civilian personnel.

#### 2-2. Principles of support

The objectives of the Army personnel system in relation to wartime replacement operations are as follows:

a. Integrate the premobilization, mobilization, and postmobilization requirements of replacement operations.

b. Provide delivery of fillers, replacements, and return-to-duty soldiers and civilians based on the requirements provided by the supported commander.

c. Coordinate the support and delivery of individual fillers and casualty replacements and return-to-duty soldiers and civilians, including orders issuance, personnel accounting, logistical support, processing, and transportation.

d. Support the Army's life-cycle function of sustainment and distribution.

#### 2-3. Standards of service

a. *Replacement operations.* Replacement operations are a garrison and battlefield function resourced in the modification tables of organization and equipment for the tactical force and garrison operations. Replacement operations are integral to the deployment of the tactical force, and the replacement support work center and its tactical counterpart execute replacement operations.

b. *Organizational functions.*

(1) In garrison, the MILPER division's personnel processing branch is the proponent for the replacement support work center.

(2) In an overseas theater, the personnel groups' and divisions' personnel strength management branches are the proponents for the replacement support work center.

(3) The replacement support work center provides MILPER support and coordinates logistical support for replacements.

c. *Organizational manning.*

(1) In peacetime, the Active Army Component and each Reserve Component theater Army area command, corps, and division will be supported by a table of organization and equipment replacement company, where available, or with a work force similar in size.

(2) If not available to a division, the replacement section will be augmented by sufficient table of distribution and allowances linkage to provide an organizational level equal to the size of a replacement company.

(3) Divisions collocated with a corps in garrison will not be resourced to operate replacement support work centers.

(4) Divisions will attach their replacement section manpower to the corps replacement support center and will be supported by the corps.

(5) Peacetime manpower availability factor and command-unique workload (mission) influence the recognized manning of the replacement support work center.

d. *Individual filler and casualty replacements.*

(1) Replacements will be delivered to the APOD supporting the theater replacement battalion. Onward movement from the theater replacement battalion will be per FM 12-6.

(2) The supported CINC will allocate strategic lift assets by coordinating with the U.S. Transportation Command. Intratheater onward movement is per FM 12-6.

(3) PERSCOM will provide advance arrival reports to the TARO section approximately 72 hours in advance of arrival.

(4) PERSCOM will provide in-flight manifest reports with updated information to the TARO and theater replacement battalions within 2 hours after flight departure (wheels-up).

(5) The processing time objective from theater to division level is 48 hours.

(6) The division replacement section will arrange for delivery of replacements to the battalion of assignment within 24 hours of arrival, consistent with the situation.

(7) The battalion S1 will orient and process replacements into the battalion's database before sending replacements forward.

e. *Return-to-duty soldiers and Army civilians (that is, hospital returnees and stragglers).*

(1) Return-to-duty soldiers and Army civilians will be returned to their original unit or organization whenever feasible.

(2) Return-to-duty soldiers and Army civilians will be equipped with mission-oriented protective posture gear and individual weapons as appropriate and as directed by the supported CINC before they are transported to their units or organizations.

(3) Return-to-duty soldiers and civilians released from a level-3 or level-4 medical treatment facility will be provided minimal basic uniform items and, if required, mission-oriented protective posture gear.

f. *Objective system.* The personnel community will have access to an automated replacement operations control system. This system will be used to maintain continuous visibility of replacements as they enter the system. The Replacement Operations Automation Management System is being developed to address this need.

### Section II Manpower

#### 2-4. Manpower resources

The replacement operations function is in the functional area of the replacement support work center of the MILPER division, according to the manpower staffing standards system. Manpower officials will use Manpower Staffing Standards System measurement techniques

to determine the required manpower resources for replacement operations.

### **2-5. Level of work**

Replacement operations functional requirements are performed at all levels throughout the Army. The scope of work includes the work performed by the replacement support work center at the organizations listed in *a* through *e* below.

- a.* Installation MILPER divisions.
- b.* Personnel groups.
- c.* Division G1/Adjutant General sections, as well as the tactical organizations deployed overseas.
- d.* CRC and theater replacement organizations.
- e.* MACOMs, PERSCOM, and other field operating agencies.

## **Chapter 3 Theater Replacement Operations**

### **Section I**

#### **Overview of Theater Replacement Operations**

##### **3-1. Theater replacement operations**

Theater replacement operations support the distribution and assignment of nonunit-related personnel during wartime replacement operations.

##### **3-2. Functions**

*a.* The theater personnel command or the theater personnel group for the ACC without a personnel command:

(1) Provides planning guidance to subordinate Active Army or CAPSTONE Reserve Component replacement battalions, such as estimated workloads by time period for developing meaningful deployment and employment plans for each CJCS-approved operation plan.

(2) Receives and reviews deployment and employment plans of subordinate Active Army or CAPSTONE Reserve Component replacement battalions and replacement companies, as required.

(3) Provides required feedback to ensure that the theater personnel command's wartime replacement operation plans can be supported.

(4) Coordinates, as required, to obtain approved designated APODs that will support nonunit-related personnel flow during execution of wartime replacement operations.

(5) Provides timely assignment data or fill plans that support allocations of nonunit-related personnel for use by theater replacement battalions to ensure that holding time by replacement battalions is minimized.

(6) Ensures that theater replacement battalions have the resources required to efficiently execute their functions to support wartime replacement operations.

(7) Technically supervises deployed replacement units throughout the theater.

(8) Controls and evaluates replacement battalions during execution of wartime replacement operations.

(9) Plans for and exercises, to the extent possible, required communications for receiving data from and transmitting data to the TARO and the CG, PERSCOM.

*b.* The theater personnel group:

(1) Develops deployment and/or employment plans for each CJCS-approved operation plan in which it is assigned a mission. Plans will support moving nonunit-related personnel from the APOD to the unit or organization servicing the echelon above corps units.

(2) Provides timely assignment processing to the unit level for echelon above corps units.

*c.* The theater replacement battalion:

(1) Develops deployment and/or employment plans for each CJCS-approved operation plan in which the battalion is assigned a

mission. Plans will support moving nonunit-related personnel from the APOD to the unit or to corps or division release points.

(2) Monitors development of supporting plans by subordinates.

(3) Provides command and control of subordinate replacement companies.

(4) Includes plans for redistributing and coordinating the re-equipping of soldiers and civilians who are returned to duty from in-theater medical facilities and who have been released from assignment by their original parent unit based on their evacuation beyond the division or equivalent boundary in the medical evacuation system.

(5) Coordinates directly with the theater transportation command for required onward transportation support for moving nonunit-related personnel from the theater replacement battalion to the next level of assignment.

(6) Supports timely assignment processing to the unit level for echelon above corps units; all other assignments will be either to corps (nondivisional assignments) or to division level only. The processing time objective from theater to division level is 48 hours.

(7) Plans for and coordinates logistical support requirements of nonunit-related personnel while in its control. Billeting, messing, physical training, morale, welfare, recreation, and other appropriate support services are included.

*d.* Theater replacement companies develop and execute plans appropriate to support plans of the replacement battalion with which they are aligned.

##### **3-3. Theater replacement operations policy**

*a.* For theaters with forces assigned in peacetime, replacement structure will be dispersed to all APODs as soon as deployment of additional forces begins.

*b.* Ideally, a single APOD, as far forward as possible and capable of supporting wide body commercial aircraft, will be established for all arriving nonunit-related personnel. Additional replacement companies or detachments may be required to support nonunit-related personnel receipt, processing, and onward movement.

*c.* For a deployed theater, replacement operations may continue for a period in the peacetime mode. Employment plans must consider this interim period of transition from peacetime to wartime replacement operations.

*d.* Theater replacement battalions and companies may deploy incrementally per wartime replacement operation plans published by the theater personnel command. ACCs will ensure that the operation plan TPFDD reflects personnel and cargo requirements for these incremental moves.

### **Section II**

#### **Task: Conduct Theater Replacement Operations**

##### **3-4. Rules for conducting theater replacement operations**

*a.* The theater personnel command commander will review and update deployment and employment plans.

*b.* Individual nonunit-related replacements will only be provided using wartime replacement operations procedures until the theater matures or transitions to a normal pull requisition and distribution system.

##### **3-5. Steps for conducting theater replacement operations**

*a.* Theater replacement operations will be conducted as outlined in FM 12-6 and this regulation.

*b.* Additional guidance will be provided by the affected theater ACC.

c. Table 3–1 outlines the minimum actions required for theater replacement operations.

**Table 3–1**  
**Theater replacement operations actions**

Steps	Work center	Required actions
1	Strength management work center	Prepare SHELF requirements in coordination with the ACC for inclusion in the TPFDD.
2	Replacement work center	Forecast requirements.
3	Replacement work center	Requisition replacements.
4	Replacement work center	Project transportation requirements, and coordinate with the servicing theater movement control team.
5	Replacement work center	Develop and maintain theater Army strength data, prepare loss estimates, and identify critical shortages by grade, AOC, MOS, and civilian occupational category code.
6	Replacement work center	Revoke movement orders (permanent change of station and temporary duty) out of theater, except for medical retirements.
7	Replacement work center	Stop loss, except for medical retirements.
8	Replacement work center	Distribute replacements, and provide assignment instructions based on the theater commander's priorities.
9	Replacement work center	Reclassify replacements who cannot be assigned in their MOS.

## Chapter 4 Continental U.S. Replacement Centers

### Section I Continental U.S. Replacement Center Operations

#### 4–1. Continental U.S. replacement centers

a. CRC operations ensure timely movement of MILPER and Army civilians to the combatant theater of operations. CRC operations are executed by the CRC replacement battalion on a pre-designated Army installation.

b. The CRC will ensure that the maximum number of nonunit-related personnel identified as individual filler and casualty replacements for a combatant theater deploy to the theater of operation “fit to fight.”

#### 4–2. Functions

a. *CRC installations.* CRC installations plan and execute CRC operations.

b. *CRC replacement battalions and companies.* CRC replacement battalion and company functions are outlined in FM 12–6, mission training plans, and the *CRC Handbook*, as appropriate.

#### 4–3. Continental U.S. replacement center operations

a. All nonunit-related personnel deploying to the theater of operations will process through a designated CRC. Exceptions to the use of CRCs will be considered only when the scope of the operation is so small and the projected duration is so limited that a requirement to provide nonunit-related personnel is not anticipated.

b. Designated CRC installations will prepare to support CRC operations from available Active Army assets if an operation plan is executed without U.S. Army Reserve personnel replacement units

normally provided at Presidential Selected Reserve call-up or other level of mobilization.

c. CRCs will be activated 10 days before nonunit-related personnel are expected to begin flow to the theater of operations.

### Section II Task: Conduct Continental U.S. Replacement Center Operations

#### 4–4. Rules for conducting continental U.S. replacement center operations

a. Designated CRC installations will develop mission guidance and plans for the activation and conduct of CRC operations.

b. CRC installations will provide training guidance to their CAPSTONE CRC units.

c. CRC replacement battalions and companies will develop alert, mobilization, movement, and mission assumption plans per the FORSCOM Mobilization and Deployment Planning System, Major U.S. Army Reserve Command guidance, and the supported CRC installation.

d. CRC installations will be advised of projected processing loads by time period.

#### 4–5. Steps for conducting continental U.S. replacement center operations

Table 4–1 shows the minimum actions required at CRCs.

**Table 4–1**  
**CRC actions**

Step	Work center	Required actions
1	Replacement work center	Receive personnel.
2	Replacement work center	Input data into the replacement operations information management system.
3	Replacement work center	Schedule personnel for processing or movement based on strategic lift availability.
4	Replacement work center	Verify Soldier Readiness Program qualification status per AR 600–8–101.
5	Replacement work center	Issue individual clothing, OCIE, CDE, and individual weapon, as required.
6	Replacement work center	Conduct weapon zero.
7	Replacement work center	Conduct theater orientation and training, as required.
8	Replacement work center	Request reassignment instructions for nondeployables.
9	Replacement work center	Up-load CRC Flow Computer-Assisted Program data base daily to PERSCOM per procedures designated by the CG, PERSCOM.
10	Replacement work center	Coordinate ground movement for nonunit-related personnel to the APOE.
11	Replacement work center	Provide update Flow Computer-Assisted Program information (manifest) to the personnel assistance point.
12	Replacement work center	Coordinate life-support activities and facilities for nonunit-related personnel.

## Chapter 5 The SHELF

### Section I Wartime Requirements Development

#### 5-1. Operation plans

Through the Joint Strategic Capabilities Plan, the CJCS will task each CINC to develop operation plans for conducting operations within his or her designated theater of operations and/or responsibility. These war-fighting CINCs will determine aggregate casualty replacement requirements and develop the TPFDD to include non-unit-related personnel. The TPFDD establishes the movement requirements for both military and civilian personnel needed to resource the CINC's operation plan beyond those assets available in the theater.

#### 5-2. Wartime requirements development policy

- a. AR 500-5 governs the development of the SHELF.
- b. The CG, PERSCOM, is the proponent for the Replacement Operation Automation Management System which stratifies gross casualty data.
- c. ACCs develop and provide the filler and casualty replacement SHELF for each CJCS-approved operation plan to appropriate agencies.
- d. The theater personnel command will maintain the operation plan SHELF for the theater ACC. PERSCOM will also maintain a file copy of the SHELF for operation plan execution. This SHELF will form the basis of the push system when an operation plan is executed and will be adjusted by the theater personnel command in coordination with the CG, PERSCOM.
- e. The SHELF will be updated annually by the ACC or when changes to operation plans or force structure are implemented.

### Section II SHELF Development

#### 5-3. General

Although SHELF development is considered to be a strength management function, it is included in this regulation for clarity.

#### 5-4. The SHELF

- a. The SHELF requisition process is part of the Joint Operations Planning and Execution System (JOPES). ACCs of unified commands develop and submit SHELF requisitions for each CJCS-approved operation plan. The theater personnel command of the ACC develops and maintains the SHELF. The SHELF requisition projects requirements for individual fillers and casualty replacements for a theater upon operation plan execution.
- b. The theater SHELF consists of two parts: filler personnel and projected military casualty replacement requirements from D-day (postconflict commencement) forward. The filler SHELF is based on the peacetime authorized strength of units versus 100 percent of the wartime required strength. Military casualty replacements are based on the number of casualties that are expected to occur. Casualty replacement requirements are determined in a detailed process. A series of assumptions must be made regarding the intensity of hostilities, the anticipated levels of injury and death of soldiers in various skills on the battlefield, and the medical evacuation policy. These assumptions are based on historical data and computer models. Specifically, for SHELF requisitions, personnel casualty estimates are generated by the medical planning module of JOPES.
- c. The SHELF becomes a prepositioned requisition file that reflects the commander's estimated wartime personnel requirements by rank or grade; AOC, MOS, or occupational category code for civilians; and numbers. The SHELF is the basis for the nonunit-related personnel TPFDD developed in support of CJCS-approved operation plans. The SHELF is maintained at PERSCOM and is

used for personnel distribution planning and for adjusting Air Mobility Command airlift support for filler and casualty replacements that are "pushed" to the ACC.

d. All units are required to maintain a list of shortages to fill their units to required wartime strength. Validation of SHELF requirements will be based on this information.

#### 5-5. Developing the filler SHELF

- a. ACCs use the Automation of the Theater Shelf Requisition Process System (AUTOREP) computer model to develop SHELF requirements. The model is designed to tabulate estimated casualty replacement requirements in support of a specific operation plan.
- b. The filler SHELF is the difference between wartime requirements and peacetime authorized strength for both MILPER and Army civilian personnel as reflected in the current Mobilization, The Army Authorization Document System; and The Army Authorization Document System. This review must address all organic units and functional commands that remain in the theater of operations after the operation plan is executed. It must include filler requirements for joint and combined activities.
- c. The filler SHELF may be developed either manually or via local automation support. Once developed, the filler SHELF becomes input for AUTOREP only for use in final output reports and is reflected as the wartime requirement on the consolidated filler and casualty SHELF. Only forward-deployed CINCs have a filler SHELF requirement.

#### 5-6. Developing the military casualty replacement SHELF

- a. The casualty SHELF is the post-D-day estimated requirement for military replacements, as opposed to fillers. It is developed based on either 5- or 10-day increments using the medical planning module. It reflects aggregate casualties estimated to occur by increment.
- b. The aggregate casualty estimates, by 5-day periods, are entered into the AUTOREP individual casualty processing routine. The final output represents the stratified casualty replacement requirements by grade and AOC or MOS. This output represents an estimated requirement that will be provided to the supported CINC as a "push package." This estimate allows casualty replacements to flow without the ACC of the supported CINC submitting personnel requisitions.
- c. An overview of the casualty SHELF building process is provided in (1) through (5) below.
  - (1) The CINC creates the unit record file by obtaining unit structure data from the resources operation plan. Standard reference code or unit identification code and personnel requirements by number, grade, and AOC or MOS are entered into the file.
  - (2) The deploy file is built by extracting standard reference codes or unit identification codes from the unit record file. The latest arrival dates are then entered manually.
  - (3) The zone file is created in the same manner as the deploy file, with the zone to which the force is to be committed manually entered on an extracted file of standard reference codes or unit identification codes.
  - (4) AUTOREP then compares AOCs or MOSs in the unit record file with those in the MOS file and produces error listings or unauthorized entries in the unit record file.
  - (5) When edits have been completed, AUTOREP performs the following processes in allocating casualties by grade and AOC or MOS:
    - (a) AUTOREP sums the population at risk by zone and by window. It then applies factors from the weapons file to allocate casualty totals by zone.
    - (b) AUTOREP then sums the population at risk by zone and by window within pay category and branch. Using the casualty factors from the base vulnerability file, it then allocates casualties within zones by branches and pay category.
    - (c) With the figures of casualties by window by zone by pay category and branch, AUTOREP then sums the population at risk by window by MOS within each pay category and branch and allocates

casualties proportional to each grade or MOS segment of the branch population.

### 5-7. SHELF requisition submission

*a.* SHELF requisitions are required for each CJCS-approved operation plan. The requisition period for Army Central Command plans is 120 days; all others are 90 days. Separate files will be prepared for officer or warrant fillers, officer or warrant casualties, enlisted fillers, enlisted casualties, and civilian fillers. These files will be submitted to PERSCOM on floppy diskette.

*b.* Filler SHELF requisitions will be updated semiannually after new authorization documents or other significant changes in status are received. ACCs will notify the Commander, PERSCOM, ATTN: TAPC-MOB, 200 Stovall Street, Alexandria, Virginia 22332-0400, by letter or message if no change is required. At a minimum, the entire SHELF will be updated annually to reflect changes affecting personnel requisitions, such as force modernization, table of organization and equipment and table of distribution and allowances updates, and operation plan modifications including changes to the medical planning module. The updating sequence should conform with the TPFDD refinement and plans maintenance process. To ensure proper sourcing of requirements, updated SHELF requisitions should be received by the Commander, PERSCOM, ATTN: TAPC-MOB, 200 Stovall Street, Alexandria, Virginia 22332-0400, no later than 30 days before the Phase 1 TPFDD refinement conference.

## Section III

### Task: Filler and Casualty Replacement Determination

### 5-8. Rules for developing a SHELF

*a.* All requirements will be validated by the theater personnel command.

*b.* The SHELF will be maintained on file, and the CG, PERSCOM will update the MOSs as required.

*c.* The theater SHELF will include the total Army filler and casualty replacement manpower requirements (military and all categories of Army civilians) for that theater.

*d.* The DCSPER will provide additional guidance on the development and maintenance of the SHELF, as required.

### 5-9. Steps for developing a SHELF

The steps used to develop a SHELF are outlined in table 5-1. Additional steps may be necessary based on guidance from DCSPER.

**Table 5-1**  
**SHELF development**

Step	Work center	Required action
1	Strength management work center	Determine current level of fill based on authorized level of organization.
2	Strength management work center	Obtain the aggregate casualty estimation figures from JOPES (medical planning module model).
3	Strength management work center	Obtain disaggregation formulas from the CG, PERSCOM.
4	Strength management work center	Compile theater SHELF requirements.
5	Strength management work center	Transmit SHELF to the CG, PERSCOM, and maintain file documents.
6	Strength management work center	When an operation plan is executed, validate SHELF with the CG, PERSCOM.

## **Appendix A References**

### **Section I Required Publications**

#### **AR 500-5**

The Army Mobilization and Operations Planning System (AMOPS) (to be revised and retitled The Army Mobilization Operations, Planning, and Execution System (AMOPES)). (Cited in paras 1-11j, 1-15b, 5-2.)

#### **AR 600-8-101**

Personnel Processing (In- and Out- and Mobilization Processing). (Cited in table 4-1.)

#### **FM 12-6**

Personnel Doctrine. (Cited in paras 2-3d, 3-5a, 4-2b.)

### **Section II Related Publications**

A related publication is merely a source of additional information. The user does not have to read it to understand this publication.

#### **CRC Handbook**

(To be published. Copies will be available from the U.S. Army Training and Doctrine Command (ATBO-BR).)

#### **JCS Pub 1-02**

Department of Defense Dictionary of Military and Associated Terms.

### **Section III Prescribed Forms**

This section contains no entries.

### **Section IV Referenced Forms**

This section contains no entries.

## Glossary

### Section I Abbreviations

#### AOC

area of concentration

#### APOD

aerial port of debarkation

#### APOE

aerial port of embarkation

#### AUTOREP

Automation of the Theater Shelf Requisition Process

#### CDE

chemical defense equipment

#### CG

commanding general

#### CINC

Commander in Chief

#### CJCS

Chairman, Joint Chiefs of Staff

#### CONUS

continental United States

#### DCSPER

Deputy Chief of Staff for Personnel

#### FORSCOM

Forces Command

#### JOPEs

Joint Operations Planning and Execution System

#### MACOM

major Army command

#### MILPER

military personnel

#### MOS

military occupational specialty

#### OCIE

organizational clothing and individual equipment

#### PERSCOM

U.S. Total Army Personnel Command

#### TPFDD

Time-Phased Force Deployment Data

#### TRADOC

U.S. Army Training and Doctrine Command

### Section II Terms

#### Aerial port of debarkation

The aerial port at which cargo or personnel

are discharged. It may or may not coincide with the destination.

#### Aerial port of embarkation

The aerial port from which cargo or personnel depart. It may or may not coincide with the origin.

#### Army civilians

Civilian personnel who provide services to the Army. They include Army contractors, Red Cross personnel, appropriated and non-appropriated fund personnel, and personnel who come under the proponentry of the Army.

#### D-day

The unnamed day on which a particular operation (land assault, air strike, naval bombardment, parachute assault, or amphibious assault) begins or is to begin.

#### Deployed theater

The theater of operations outside CONUS in which units and replacement personnel are sent in support of an executed CJCS operation plan; the theater of operations normally associated with a supported CINC.

#### Function

A defined segment of the MILPER system. The point where responsibility rests with a specific person at all levels of command.

#### Minimum acceptable level of fill

The percentage of the authorized personnel strength level at which commands will be maintained.

#### Nondeployed theater

The theater of operations from which units and replacements may be sent in support of an executed CJCS operation plan.

#### Nonunit-related personnel

All personnel requiring transportation to or from an area of operations, other than those assigned to a specific unit (for example, filler personnel, casualty replacements, temporary duty or temporary additional duty personnel, Army civilians, medical evacuees, and retrograde personnel) (Joint Pub 1-02).

#### Personnel assistance point

PERSCOM units located at major Air Mobility Command gateways and commercial airports in CONUS. Personnel assistance points provide command, control, and emergency administrative and logistical support to soldiers, Department of Defense civilians, and their families. During mobilization, the personnel assistance point's mission includes controlling the flow of nonunit-related personnel through designated aerial ports. This mission includes coordinating arrivals at the aerial ports, confirming passenger numbers, performing final manifesting, using aerial port facilities, and overseeing the arrival and loading of baggage.

#### Presidential Selected Reserve call-up

Presidential call-up of selected Reserve personnel under section 673b, title 10, United States Code. The statute authorizes the President to order to active duty up to 200,000 members of the selected Reserve for 90 days to support operational missions without a declaration of national emergency. The President may extend this authority for an additional 90 days in the interests of national security.

#### Replacement management

Describes the physical reception, accountability, processing, support, and delivery of individual MILPER and civilian personnel.

#### S-day

The day the President authorizes the ordering of not more than 200,000 members of the selected Reserve to active duty.

#### SHELF

The SHELF is a listing of all requirements by MOS and grade supporting a specified operation plan. It consists of two parts: fillers and replacements. Fillers are personnel required to bring a deployed unit up to its wartime required strength. The replacement portion is an estimate of personnel requirements (post-D-day) necessary to back fill units because of personnel losses (for example, killed in action, wounded in action, missing in action, and disease nonbattle injury).

#### Time Phased Force Deployment Data

The computer-supported data base portion of an operation plan. It contains time-phased force data, nonunit-related cargo and personnel data, and movement data for the operation plan, including the following:

*a.* In-place units.

*b.* Units to be deployed to support the operation plan with a priority indicating the desired sequence for their arrival at the port of debarkation.

*c.* Routing of forces to be deployed.

*d.* Movement data associated with deploying forces.

*e.* Estimates of nonunit-related cargo and personnel movements to be conducted concurrently with the deployment of forces.

*f.* Estimates of transportation requirements that must be fulfilled by common-user lift resources, as well as those requirements that can be fulfilled by assigned or attached transportation resources (Joint Pub 1-02).

#### Time phased force deployment list

Identifies types and/or actual units required to support the operation plan and indicated origin and port of debarkation or ocean area. It may also be generated as a computer listing from the time phased force deployment list (Joint Pub 1-02).

#### Work center

A clearly defined organizational element recognized by the Manpower Staffing Standards

System as the basis for manpower requirements.

### **Section III**

#### **Special Abbreviations and Terms**

This publication uses the following abbreviations, brevity codes, and acronyms not contained in AR 310–50.

#### **ACC**

Army component commander

#### **AOC**

area of concentration

#### **AUTOREP**

Automation of the Theater Shelf Requisition Process

#### **CRC**

CONUS Replacement Center

#### **JOPES**

Joint Operations Planning and Execution System

#### **MILPER**

military personnel

#### **OCIE**

organizational clothing and individual equipment

#### **TARO**

theater Army replacement operation

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